



# DoD DIRECTIVE 3000.05

## STABILIZATION

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**Purpose:** This issuance:

- Establishes DoD policy and assigns responsibilities for stabilization efforts.
- Provides guidance for the planning, training, execution, and oversight of stabilization.

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## SECTION 1: GENERAL ISSUANCE INFORMATION

**1.1. APPLICABILITY.** This issuance applies to OSD, the Military Departments, the Office of the Chairman of the Joint Chiefs of Staff (CJCS) and the Joint Staff, the Combatant Commands, the Office of the Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities, and all other organizational entities within the DoD (referred to collectively in this issuance as the “DoD Components”).

### 1.2. CONTEXT.

a. Stabilization is an inherently political endeavor that requires aligning U.S. Government (USG) efforts—diplomatic engagement, foreign assistance, and defense—to create conditions in which locally legitimate authorities and systems can peaceably manage conflict and prevent violence.

b. The Department of State is the overall lead federal agency for U.S. stabilization efforts; the U.S. Agency for International Development is the lead implementing agency for non-security U.S. stabilization assistance; and DoD is a supporting element, including providing requisite security and reinforcing civilian efforts where appropriate and consistent with available statutory authorities.

c. Fragile and conflict-affected states often serve as breeding grounds for violent extremism; transnational terrorism and organized crime; refugees and internally displaced persons; humanitarian emergencies; the spread of pandemic disease; and mass atrocities. Stabilization can prevent or mitigate these conditions before they impact the security of the United States and its allies and partners.

d. Stabilization must be incorporated into planning across all lines of effort for military operations as early as possible to shape operational design and strategic decisions.

(1) Stabilization is required to translate combat success into lasting strategic gains and achieve the ends for which the military operation was waged.

(2) Stabilization is a necessary complement to joint combat power at the tactical, operational, and strategic levels.

e. Because drivers of instability vary widely and are based on the unique political landscape of the host nation, stabilization requires:

(1) Thorough cultural understanding and conflict assessment, including intelligence collection and related activities to improve understanding of and ability to influence stability.

(2) A strategy to coopt, coerce, or defeat determined destabilizing actors, and a strategy to support key actors that enable stabilization.

(3) An integrated interagency and international unity of purpose with common objectives.

(4) Sustained commitment and sufficient support to mitigate destabilizing elements while reinforcing stabilizing elements.

**1.3. POLICY.** It is DoD policy that:

a. To the extent authorized by law, DoD will plan and conduct stabilization in support of mission partners across the range of military operations in order to counter subversion; prevent and mitigate conflict; and consolidate military gains to achieve strategic success.

b. DoD will emphasize small-footprint, partner-focused stabilization that works by, with, and through indigenous and other external partners to achieve strategic objectives.

c. DoD's core responsibility during stabilization is to support and reinforce the civilian efforts of the USG lead agencies consistent with available statutory authorities, primarily by providing security, maintaining basic public order, and providing for the immediate needs of the population.

d. DoD will establish a defense support to stabilization (DSS) process to identify defense stabilization objectives in concert with other USG departments and agencies; convey them through strategic documents; organize to achieve them; and prioritize requisite defense resources.

(1) DoD will design, implement, monitor, and evaluate stabilization actions based on conflict assessments, operational requirements, and complementary foreign assistance.

(2) Consistent with available authorities, DoD will prioritize efforts to identify, train, equip, advise, assist, or accompany foreign security forces conducting stabilization actions independently or in conjunction with other USG efforts.

(3) When authorized and directed, DoD will establish secure operating conditions for civilian-led stabilization efforts.

(4) When required to achieve U.S. stabilization objectives, and consistent with available authorities, DoD will support other USG departments and agencies with logistic support, supplies, and services and other enabling capabilities.

(5) When required to achieve U.S. stabilization objectives, and to the extent authorized by law, DoD will reinforce and complement civilian-led stabilization efforts. Such efforts may include delivering targeted basic services, removing explosive remnants of war, repairing critical infrastructure, and other activities that establish a foundation for the return of displaced people and longer-term development.

e. If directed, and consistent with available authorities, DoD will lead USG stabilization efforts in extreme situations and less permissive environments until it is feasible to transition lead responsibility to other USG departments and agencies.

f. Although stabilization is distinct from humanitarian assistance, DoD humanitarian assistance and foreign disaster relief activities may complement USG stabilization efforts.

g. Stabilization requires sustained civilian and military integration at the strategic, operational, and tactical levels to achieve unity of effort.

(1) In the interest of advancing integrated USG stabilization efforts, DoD will actively solicit participation from mission-critical USG departments and agencies to plan, exercise, and utilize war games in the stabilization aspects of military plans.

(2) DoD will optimize civil-military teams that can integrate key instruments of national power in a way that complements indigenous, international, allied, partner, civil society, and private entities to achieve stabilization objectives.

(3) DoD will ensure Annex G (Civil-Military Operations) and Annex V (Interagency Coordination) are fully developed and integrated in Global Campaign Plans, Concept Plans, and Operation Plans, in accordance with Joint Publication 5-0.

h. DoD will consider the following stabilization questions when operating in fragile or conflict-affected areas outside the United States:

(1) How do DoD operations and actions – including combat actions, partner selection, and security cooperation – impact stabilization efforts as well as indigenous political dynamics at the strategic, operational, and tactical levels?

(2) How will U.S. or partner military forces transition from threat-focused combat operations to more population-focused stabilization actions?

(3) How can U.S. military and civilian personnel influence foreign partners to plan and conduct stabilization actions in ways that are acceptable locally and consistent with U.S. policy objectives?

(4) How can U.S. or partner military forces promulgate a coherent narrative consistent with USG objectives that counters adversaries and affirms effective and legitimate local governance?

i. DoD Components will incorporate stabilization into professional military education and unit training as appropriate, to enable military planners and leaders to plan for and operate effectively in complex stabilization environments.

j. DoD Components will prioritize, train, and retain individuals with stabilization skills, including but not limited to:

(1) Interagency experience.

- (2) Foreign language proficiency.
- (3) Advisory expertise.
- (4) Regional area expertise.
- (5) Foreign government engagement.
- (6) International and multinational organizations experience.

k. DoD will, consistent with legal and policy requirements, collaborate with and share essential intelligence and other information related to stabilization efforts with:

- (1) USG departments and agencies.
- (2) States participating in the National Guard State Partnership Program.
- (3) Foreign governments and security forces.
- (4) International and multinational organizations.
- (5) Nongovernmental organizations.
- (6) Academia and members of civil society.
- (7) Members of the private sector.

l. DoD will address and integrate stabilization-related concepts and capabilities across doctrine, organization, training, materiel, leadership and education, personnel, facilities, applicable exercises, and strategies and plans.

## SECTION 2: RESPONSIBILITIES

### 2.1. UNDER SECRETARY OF DEFENSE FOR POLICY (USD(P)). The USD(P):

- a. Serves as the principal civilian advisor to the Secretary of Defense for stabilization. The USD(P) recommends priorities for stabilization policy, concepts, analysis, capabilities, and investment strategies to the Secretary of Defense.
- b. Represents the DoD in interagency, international, coalition, and partner discussions on stabilization policy development, while establishing guidance that requires and enables DoD stabilization collaboration with other military and non-military stabilization partners.
- c. Integrates DoD guidance on stabilization into strategic documents to disseminate the Secretary of Defense's stabilization goals and priorities to ensure DoD stabilization efforts align with other USG departments' and agencies' stabilization efforts.
- d. Ensures stabilization guidance is integrated into Geographic Combatant Command (GCC) contingency and operation plans; ensures plans are informed by other USG departments and agencies; and ensures senior leaders reinforce stabilization guidance during formal in-progress reviews of directed plans.
- e. Facilitates the development of civilian-military teams to enhance stabilization collaboration across the USG. Provides guidance within strategic documents that enables the collaboration and sharing of planning efforts with mission critical partners. Develops policy that enables responsive and agile DoD support to appropriate stabilization requirements.
- f. Provides guidance to ensure the joint force retains the capability, capacity, and readiness to conduct stabilization efforts, and that those capabilities are compatible with those of other USG departments and agencies.
- g. Conducts biennial assessments of:
  - (1) DoD capability and capacity to conduct stabilization efforts.
  - (2) Interoperability and integration of DoD stabilization capabilities and efforts with other USG departments and agencies.

### 2.2. ASSISTANT SECRETARY OF DEFENSE FOR SPECIAL OPERATIONS AND LOW-INTENSITY CONFLICT (ASD(SO/LIC)). Under the authority, direction, and control of the USD(P), the ASD(SO/LIC):

- a. Serves as the principal civilian advisor to the USD(P) for implementing DoD policy for stabilization as described in Paragraph 1.2. and supports the USD(P) in fulfilling those responsibilities identified in Paragraph 2.1.

b. Represents the USD(P) within DoD, the interagency, international bodies, and other organizations for stabilization policy and efforts.

c. Coordinates through the Secretary of the Army to engage the U.S. Army's Peacekeeping and Stability Operations Institute to establish requirements and priorities relating to the U.S. Army's role as the Joint Proponent for Peacekeeping and Stability Operations.

d. Develops a DSS process to establish defense stabilization objectives in concert with other USG departments and agencies, conveys them through strategic documents, organizes to achieve them, and prioritizes requisite defense resources.

**2.3. UNDER SECRETARY OF DEFENSE FOR INTELLIGENCE (USD(I)).** The USD(I):

a. Ensures the DoD intelligence community maintains the capabilities to analyze the relevant aspects of the operational environment as they relate to stabilization efforts, in coordination with relevant USG intelligence entities and DoD Components.

b. Provides oversight for DoD intelligence indications and warning related to foreign instability, and reviews recommendations to mitigate associated risks.

c. Formulates policies and procedures to integrate and synchronize national-level intelligence, surveillance, and reconnaissance capabilities with the DoD intelligence, surveillance, and reconnaissance assets in support of GCC stabilization requirements.

d. Formulates policies and procedures to integrate and synchronize national-level counterintelligence and security (CI&S) efforts with DoD CI&S, to include engagement on such related efforts conducted with foreign law enforcement and intelligence partners.

e. In coordination with the USD(P) and the DoD Chief Information Officer (CIO) and while adequately protecting classified information, controlled unclassified information, and intelligence sources and methods, develops policies and systems for sharing classified and unclassified information, as authorized, with:

- (1) DoD Components.
- (2) Mission-critical USG departments and agencies.
- (3) Foreign governments and security forces.
- (4) International organizations.
- (5) Nongovernmental organizations.
- (6) Members of the private sector.

**2.4. UNDER SECRETARY OF DEFENSE FOR PERSONNEL AND READINESS (USD(P&R)).** The USD(P&R):

a. Establishes policy for, and oversees, joint, combined, interagency, and other training with non-DoD partners to generate and sustain stabilization capabilities required by the Combatant Commands.

b. Develops policies and procedures to ensure DoD civilian requirements for stabilization are included in the Global Force Management allocation process as prescribed by Directive-type Memorandum 17-004. This includes recommending changes to civilian personnel laws, authorities, regulations, and strategic goals as necessary to maximize the effectiveness of DoD civilian support to stabilization.

c. Develops policy and opportunities for personnel from other USG agencies, foreign governments, international organizations, and nongovernmental organizations to participate, as appropriate and authorized, in DoD stabilization education and training.

d. In coordination with the ASD(SO/LIC), the USD(I), and the CJCS, develops policies and programs to maintain the appropriate levels of language proficiency and regional cultural understanding among DoD civilian and military personnel. Oversees integration of foreign language and regional cultural proficiency into joint and combined stabilization training and exercise policy.

e. Establishes and maintains policy and procedures to be used by DoD Components to determine the total force mix (i.e., military, DoD civilian, and contractor support) necessary for conducting or supporting stabilization.

f. In coordination with the Secretaries of the Military Departments:

(1) Establishes policy to define skills and experience related to stabilization.

(2) Implements policy that establishes the identification and tracking of personnel with those skills and experience.

**2.5. UNDER SECRETARY OF DEFENSE FOR ACQUISITION AND SUSTAINMENT.** The Under Secretary of Defense for Acquisition and Sustainment:

a. Identifies any unique logistics requirements needed to support stabilization and ensures logistics planning efforts reflect those requirements.

b. In coordination with the CJCS and consistent with available authorities, develops policies that will enable the sharing of logistics capabilities, in order to partner with other USG agencies and foreign government and security forces.

c. Oversees stabilization contracting and rapid contract support for U.S. commanders deployed in foreign countries.

**2.6. UNDER SECRETARY OF DEFENSE FOR RESEARCH AND ENGINEERING.** The Under Secretary of Defense for Research and Engineering:

- a. Coordinates with the USD(P); Director, Cost Assessment and Program Evaluation (DCAPE); and the CJCS to require that DoD analytical tools, including models and simulations, adequately address stabilization efforts and capabilities. This includes developing policies for the research, development, developmental testing activities and programs, and procurement of materiel solutions for stabilization efforts prioritized in strategic guidance.
- b. Ensures stabilization-related capabilities are a key focus of the defense, science, and technology planning, programming, and budgeting process, including the capabilities to identify pre-conflict indicators of instability and collect information on key ethnic, cultural, religious, tribal, economic, and political relationships.
- c. Identifies technologies available through the DoD, the USG, and off-the-shelf private sector programs that could bolster stabilization efforts, and directs them into rapid demonstration, experimentation, and fielding.

**2.7. DOD CIO.** The DoD CIO:

- a. In coordination with the CJCS and the Combatant Commanders, helps other USG agencies identify and develop strategies for the use of information and communications technology capabilities to enable civil-military interaction during stabilization.
- b. In coordination with the USD(P) and the USD(I), and while adequately protecting classified information and intelligence sources and methods, develops policies and establishes a system for sharing classified, controlled unclassified information, and unclassified information, as authorized, with:
  - (1) DoD Components.
  - (2) Mission critical USG departments and agencies.
  - (3) Foreign governments and security forces.
  - (4) International organizations.
  - (5) Nongovernmental organizations.
  - (6) Members of the private sector.

**2.8. ASSISTANT TO THE SECRETARY OF DEFENSE FOR PUBLIC AFFAIRS.** The Assistant to the Secretary of Defense for Public Affairs:

- a. In coordination with the USD(P), develops a strategy to partner public affairs officials with foreign counterparts in order to improve civilian-military messaging in priority stabilization countries and regions.

b. In coordination with the USD(P), CJCS, Combatant Commanders, and interagency partners, advances the development and implementation of public affairs messages that address DoD contributions to stabilization.

c. In coordination with the USD(P) and the Secretary of State, develops regionally tailored and focused strategic messages, and synchronizes them throughout the DoD to support USG stabilization efforts.

**2.9. DCAPE.** The DCAPE:

a. Coordinates with the Under Secretary of Defense (Comptroller)/Chief Financial Officer, Department of Defense and the ASD(SO/LIC) to assess the sufficiency of resources related to stabilization within the Future Years Defense Program.

b. Incorporates stabilization in DoD strategic analysis and war gaming where appropriate.

**2.10. SECRETARIES OF THE MILITARY DEPARTMENTS.** The Secretaries of the Military Departments:

a. Organize, train, and equip forces capable of conducting DoD's core stabilization responsibility described in Paragraphs 1.3.c of this issuance. This may include the establishment of transitional public security to protect civilian populations when respect for and enforcement of the rule of law is degraded.

b. In accordance with the Global Force Management Process, organize, train, and equip forces capable of conducting the DSS responsibilities described in Paragraphs 1.3.d of this issuance. The Military Departments will:

(1) Maintain the capability and scalable capacity to reinforce and complement civilian-led stabilization efforts.

(2) Prioritize skills that enable security force assistance and defense institution building. These are essential skills required to leverage the capability and capacity of host nations or other partner forces to achieve stabilization objectives.

(3) Ensure military leaders and planners are able to collaborate with intergovernmental, international, multinational, nongovernmental, and other stabilization stakeholders.

c. Provide input to the biennial stabilization assessment.

d. Prepare to conduct DoD's core stabilization responsibility described in Paragraph 1.3.c. of this issuance.

(1) Maintain doctrine and concepts for stabilization.

(2) Identify mission-essential tasks and capabilities with a focus on transitional public security.

(3) Conduct analyses to determine readiness for stabilization.

(4) Design and maintain curricula to prepare personnel for stabilization actions, in coordination with the USD(P&R) and the CJCS.

**2.11. SECRETARY OF THE ARMY.** In addition to the responsibilities in Paragraph 2.10, the Secretary of the Army will execute his or her duties as the Joint Proponent for Peace and Stabilization Operations in accordance with the June 11, 2013, Secretary of Defense Memorandum.

**2.12. CJCS.** The CJCS:

a. Serves as the principal military advisor to the Secretary of Defense for stabilization.

b. Ensures that DoD joint concept development and experimentation addresses stabilization actions and capabilities, including DSS. In coordination with the Combatant Commanders, establishes priorities for the development of scalable stabilization capabilities for the U.S. military.

c. Formalizes a civilian-military team within the Joint Staff to enhance collaboration on plans and operations from the tactical to strategic level.

d. Integrates stabilization requirements into the Chairman's Exercise Program.

e. Requires deliberate stabilization review of GCC contingency and operation plans, including Annex G and Annex V, to reinforce stabilization planning and civilian-military integration.

f. Evaluates DoD progress in stabilization training in coordination with the USD(P&R).

g. Coordinates and prioritizes interagency participation in DoD training and DoD participation in USG training for stabilization efforts.

h. Assesses Military Department or Military Service capability and capacity to conduct or support stabilization required by Combatant Command plans and strategies in the Chairman's Risk Assessment. Recommends priorities to mitigate moderate and high risk.

i. Coordinates with the Combatant Commanders and other DoD Component heads to establish capabilities for stabilization and oversees inclusion of validated stabilization requirements in other programs of record and in rapid acquisition efforts.

j. Maintains joint stabilization doctrine for the Military Services.

k. Develops annual guidance in coordination with the USD(P&R) to support stabilization training and evaluates DoD progress in that training.

l. In coordination with the USD(P), the USD(P&R), and the Secretaries of the Military Departments, promotes attendance of other USG agencies at DoD training courses or joint professional military education institutions to receive or provide instruction on stabilization, while encouraging the participation of DoD personnel at schools in other USG agencies that provide courses of instruction on stabilization.

m. Provides DoD oversight to stabilization lessons learned in coordination with the Secretaries of the Military Departments.

### **2.13. GCC.** The GCCs:

a. Designate a civilian-military capability to oversee effective integration of stabilization efforts into operational plans and operations.

b. Identify stabilization requirements.

c. Incorporate stabilization concepts into training, exercises, experimentation, and planning, including intelligence, campaign, and support plans.

d. Identify stabilization capability, capacity, or compatibility shortfalls. Ensure that recommendations to the CJCS for the annual Chairman's Risk Assessment include stabilization shortfalls, as appropriate. Ensure that inputs to the CJCS for the Integrated Priorities List include stabilization priorities, as appropriate.

e. Support efforts of other USG agencies and international partners to develop stabilization plans in coordination with the USD(P).

f. Gather lessons learned from stabilization and disseminate them to the other DoD Components and USG agencies as appropriate.

g. Consistent with available authorities, identify and validate requirements for materiel and equipment that are appropriate for direct transfer to the control of foreign partners at the conclusion of defense support to stabilization and transitional public security.

h. Provide recommendations to the CJCS for incorporating GCC roles and responsibilities into the Unified Command Plan based on stabilization tasks and responsibilities.

i. Ensure the Joint Intelligence Operations Centers provide tailored all-source intelligence products that support planning for and execution of stabilization actions.

(1) These products will incorporate information from traditional intelligence sources as well as information from social science knowledge, including from sociological, anthropological, cultural, economic, political science, and historical sources within the public and private sector.

(2) Combatant Command Joint Intelligence Operations Centers will conduct joint intelligence preparation of the operational environment in support of stability operations

conducted by the Combatant Commands, Service Component Commands, or other subordinate elements.

**2.14. COMMANDER, U.S. SPECIAL OPERATIONS COMMAND.** The Commander, U.S. Special Operations Command:

a. Serves as the joint proponent for military information support operations (MISO) and civil affairs (CA) and represents MISO and CA equities in stabilization policy, concepts, analysis, capabilities, and investment strategies.

b. Represents the special operations, MISO, and CA communities of interest in interagency, international, coalition, and partner discussions on stabilization policy development.

c. Integrates DoD guidance into doctrine and training for special operations, MISO, and CA disciplines in order to support the Secretary of Defense's stabilization goals and priorities. This includes advocating for joint special operations, MISO, and CA interests with other USG departments' and agencies' stabilization efforts.

d. Provides oversight and review of military plans to ensure special operations, MISO, and CA are appropriately integrated into military planning and with other USG departments and agencies.

e. Supports development of doctrine and training for special operations forces in civilian-military teams to enhance stabilization collaboration across the USG and maintains joint special operations equities in policy for special operations forces in support of appropriate stabilization actions.

f. Provides guidance and assesses the special operations force to maintain the capability, capacity, and readiness to conduct or support stabilization.

g. Supports DoD assessments of special operations capability, capacity, and interoperability to conduct or support stabilization with the conventional force.

## GLOSSARY

### G.1. ACRONYMS.

ASD(SO/LIC)	Assistant Secretary of Defense for Special Operations and Low-Intensity Conflict
CA	civil affairs
CI&S	counterintelligence and security
CJCS	Chairman of the Joint Chiefs of Staff
DCAPE	Director, Cost Assessment and Program Evaluation
DoD CIO	DoD Chief Information Officer
DSS	defense support to stabilization
GCC	geographic Combatant Command
MISO	military information support operations
USD(I)	Under Secretary of Defense for Intelligence
USD(P)	Under Secretary of Defense for Policy
USD(P&R)	Under Secretary of Defense for Personnel and Readiness
USG	U.S. Government

### G.2. DEFINITIONS.

These terms and their definitions are for the purposes of this issuance.

**DSS.** A process to synchronize missions, activities, and tasks that support or reinforce USG stabilization efforts and promote stability in designated fragile and conflict-affected areas outside the United States.

**stabilization.** A political endeavor involving an integrated civilian-military process to create conditions where locally legitimate authorities and systems can peaceably manage conflict and prevent a resurgence of violence.

**transitional public security.** A joint military effort to promote, restore, and maintain public order in the post-conflict environment, during which public administration and control is transitioned from military authority to legitimate civilian authority.

## **REFERENCES**

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- Department of State, U.S. Agency for International Development, and Department of Defense, “Stabilization Assistance Review: A Framework for Maximizing the Effectiveness of U.S. Government Efforts to Stabilize Conflict-Affected Areas,” March 2018
- Directive-type Memorandum 17-004, “Department of Defense Expeditionary Civilian Workforce,” January 25, 2017
- DoD Directive 5100.01, “Functions of the Department of Defense and Its Major Components,” December 21, 2010
- DoD Directive 5100.46, “Foreign Disaster Relief (FDR),” July 6, 2012, as amended
- Joint Publication 3-07, “Stability,” August 2016
- Joint Publication 5-0, “Joint Planning,” June 16, 2017
- Secretary of Defense Memorandum, “Designation of the United States Army as Joint Proponent for Peacekeeping and Stability Operations,” June 11, 2013
- United States Code, Title 10